9 FEB 1978

MEMORANDUM FOR:   Director of Central Intelligence

FROM          :   John F. Blake
                  Acting Deputy Director of
                  Central Intelligence

STAT    SUBJECT       :

        1.  This is in response to paragraph 4 of your memorandum
STAT    to me concerning the processing of

        2.  A breakdown of the reasonable minimum times for the
different stages of processing a recruit into the DDO through the
Career Training Program follows.  The target is to fully clear and
EOD a pre-determined number of highly qualified candidates on or
before the beginning date of a specific CT class.  The decision-
making and processing sequence for non-DDO CT candidates is essentially
the same.  A flow chart of the process described below is also
attached.

            a.  Upon receipt of a complete applicant case from
        the Office of Personnel, a CT Program officer reviews the
        file.  At this stage, a decision can be made within three
        working days to reject or further consider a candidate.

            b.  For applicants east of the Mississippi River,
        the next decision-making phase takes four to five weeks.
        During this period, the applicant is brought to Headquarters
        for personal interviews and extensive testing.  The results
        of the interviews and tests are reviewed.  A decision is
        then made to reject or initiate internal processing.

            c.  For applicants west of the Mississippi River,
        this decision-making phase may take substantially longer --
        up to three months.  Applicants of interest are notified
        that they will be contacted for personal interviews when
        there are sufficient numbers of candidates available in
        their area to warrant a field trip by Headquarters reviewing
        officials.  After the interviews are conducted, results are
        reviewed and, as in b. above, decisions are made to reject
        or initiate processing.

d.  Medical and Security processing and additional testing presently averages one and a half to two months.

e.  CT applicants for a particular class are ranked as they enter into processing.  A greater number of applicants are put into process than are needed to meet requirements because of the high attrition rate.  The number of candidates accepted upon completion of processing depends upon established requirements.  Candidates accepted into the program are notified and given a date to enter on duty.  Applicants who have been cleared but are not selected because of limitations on the size of the class remain under consideration for subsequent classes if they so desire or may be hired directly.

3.  As can be seen, the longest period of conscious delay on the Agency's part can result from the CT scheduling policy on cases west of the Mississippi.  This policy was initiated to reduce travel costs and it has done so.  However, time delays can occur as a result.  Also, delays by an individual applicant during the above processing can substantially lengthen the total elapsed time.

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4.  Further research into the [          ] case has uncovered several additional contacts which were not reflected in the official applicant file.  In short, we were in communication with [          ] at least once a month from March through October.  Our scheduled contact in November was consciously suspended because the Office of Security had placed a "Security Hold" or [          ]  In such cases, we proceed with caution since it is possible, although not inevitable, that a security disqualification will follow.  We do not want to appear overly encouraging in this type of a situation.

5.  For many years our policy has been to communicate in some manner with an applicant at least once a month.  It may take the form of a letter, a telephone call, or an applicant trip to Washington.  At certain phases in our processing, we ask individuals to call us collect if they have any questions or problems.  We try repeatedly to contact applicants if we are unsuccessful in reaching them the first time, even to the point of sending them mailgrams.  In addition, Agency components often communicate directly with their applicants.  All in all, we feel our communication network is sufficient as presently constituted.  More frequent contact might well be counter productive in that we really would have nothing new to report.  As you know, many applicants placed in process do not enter on duty because

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of security, medical, or suitability problems, or the availability
of better candidates.  In such cases, increased communication
without anything of substance to report could well result in over-
encouragement, a serious problem we face with those ultimately
rejected.

6.  As a matter of fact, CIA communicates more often and much
more personally with its applicants than do other Government agencies.
The Civil Service Commission, for example, returns rejected applications
with a form marked "not qualified."  We write a letter.  Most other
agencies make contact at the beginning and end of the applicant
process, with nothing but silence in between.  We strive to communicate
regularly and encourage applicants to call us collect if questions
arise.  It takes CIA an average of six months to bring an applicant
on board.  (This compares favorably with the rest of the Federal
Government even though most other agencies do not require an exhaustive
background investigation and an intensive medical evaluation.)  During
this period, we initiate and maintain regular contact with all applicants
of interest to CIA.  Each year we receive many compliments, even from
those rejected, concerning our personal approach to applicant communi-
cation.

7.  I responded previously to paragraph 3 of your memo to me
STAT
STAT on

John F. Blake

Attachment
STAT

SA/Acting DDCI                skm (10Feb78)
Distribution:
Orig - DCI
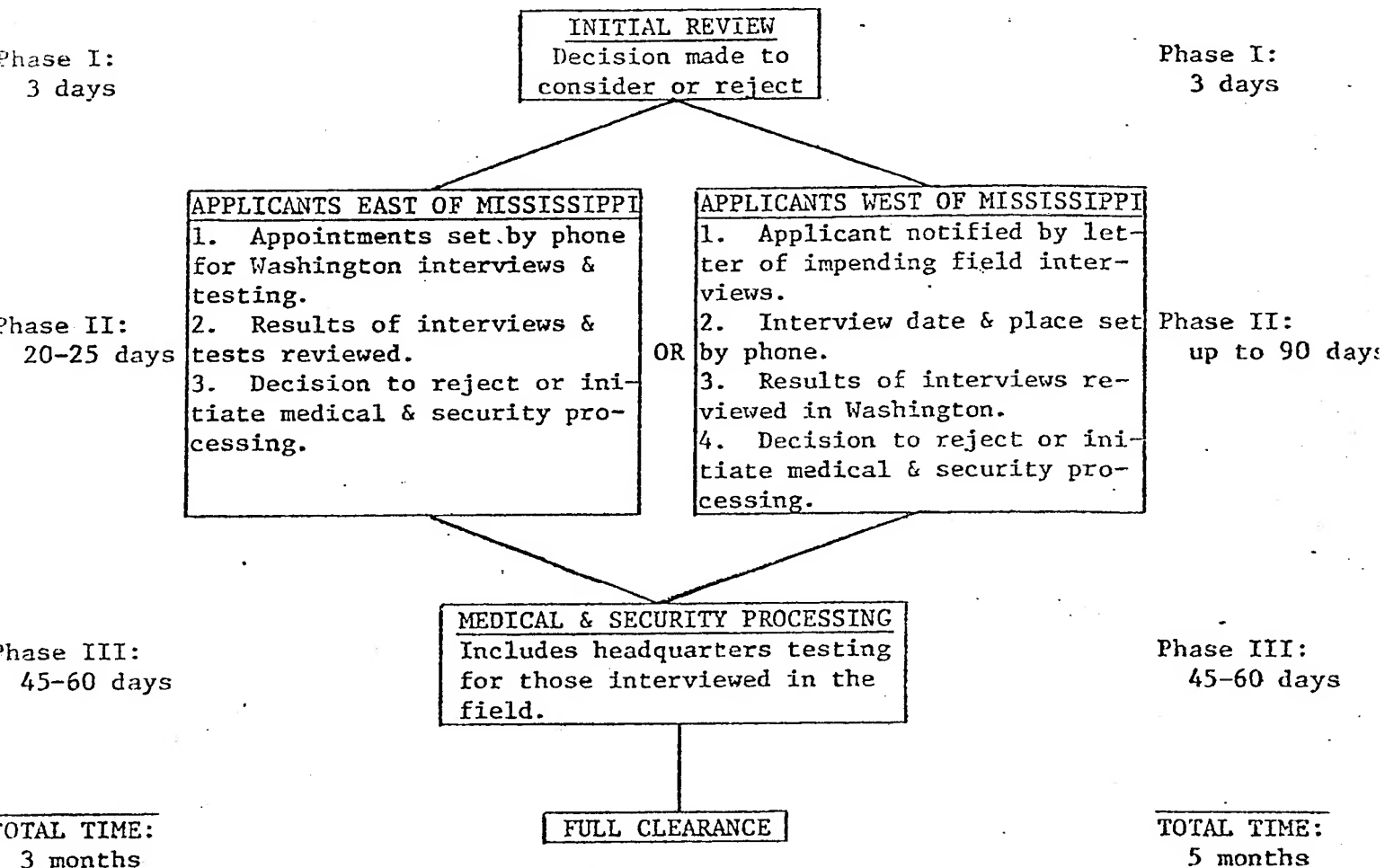    1 - Acting DDCI
    1 - SA/Acting DDCI
    1 - DDA
    1 - D/OP
    1 - OTR
    1 - ER

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## FLOW CHART OF CAREER TRAINEE PROCESSING

Phase I:
3 days

INITIAL REVIEW
Decision made to
consider or reject

Phase I:
3 days

| APPLICANTS EAST OF MISSISSIPPI | | APPLICANTS WEST OF MISSISSIPPI |
|---|---|---|
| 1. Appointments set by phone for Washington interviews & testing. <br> 2. Results of interviews & tests reviewed. <br> 3. Decision to reject or initiate medical & security processing. | OR | 1. Applicant notified by letter of impending field interviews. <br> 2. Interview date & place set by phone. <br> 3. Results of interviews reviewed in Washington. <br> 4. Decision to reject or initiate medical & security processing. |

Phase II:
20-25 days

Phase II:
up to 90 days

MEDICAL & SECURITY PROCESSING
Includes headquarters testing
for those interviewed in the
field.

Phase III:
45-60 days

Phase III:
45-60 days

FULL CLEARANCE

TOTAL TIME:
3 months

TOTAL TIME:
5 months

FINAL REVIEW
Six weeks prior to class
Decision to: 1. Select
2. Defer
3. Reject

| January Class | July Class | CTP Reject |
|---|---|---|

or

Direct Hire